# Employee's Performance Document

***To be filled out by Employee Employee Name:***

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| 1. List what you consider to be new duties you’ve accepted over the last year, if any:
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| 1. Describe contributions or achievements during the past appraisal period:
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| 1. Describe any specific improvements you want to make in your performance over the next appraisal period. Describe obstacles to getting your job done and suggest possible solutions:
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| 1. Describe the coaching, training or development activities that would help you pursue improved performance, job growth, learning, and/or career development:
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|  |
| Employee |  | Date |  | Supervisor |  | Date |

 **\_\_\_\_(*Initial*) I have been given the opportunity to fill this out and choose not to do so.**

# Employee's Performance and Standards Document

***To be filled out by Supervisor***

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| **Employee Name:**  | **Employee ID (EID):**  |
| **Title:**  |  |
| **Departments:** Home Dept.  |  |
| **Supervisor/Rater’s Name:**       |  |
| **Period Rated:** |  | To:  |
| **Type of Rating:** | [ ] Mid Probation | [ ] End of Probation | [x] Annual | [ ] Other |

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| **RATING SCALE** |
| **Exceptional Performance (5):** | Unique and exceptional accomplishments (uncommon) |
| **Exceeds Expectations (4):** | Clearly and consistently above what is required |
| **Meets Expectations (3):** | Consistently meets the requirements of the job in all aspects (most common; minimum standards are high) |
| **Marginal Performance (2):** | Sometimes acceptable, but not consistent |
| **Unsatisfactory Performance (1):** | Does not meet the minimum requirements of the job (uncommon) |
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| **PERFORMANCE STANDARDS** |
| Performance should tie back to the strategic intent for business operations in the college: ***“Be the most effective, efficient, responsive, flexible, and financially sustainable college on campus.”*** | **Rating:** | **Exceptional Performance** | **Exceed****Expectations** | **Meets****Expectations** | **Marginal****Expectations** | **Unsatisfactory Performance** |
| 1. **Overall Job Knowledge:**

The demonstration of technical, process, accounting, finance, HR, or other specialized knowledge required to perform the job. Consider degree of job knowledge relative to length of time in the current position. If applicable, consider the individual’s efforts to learn new skills and maintain up-to-date job related information. The level of expertise is expected to be high. | **Rating:** |  |  |  |  |  |
| 1. **Quality of Work:**

The demonstration of accuracy, timeliness, thoroughness, and reliability of work. Consider organization, presentation, completeness and appearance of work. Work should satisfy the expectations of the supervisor. | **Rating:** |  |  |  |  |  |
| 1. **Quantity of Work:**

The volume of work produced by the employee, along with his or her speed and consistency of output.* Manages a fair work load
* Takes on additional responsibilities as needed
* Manages priorities
* Develops and follows work procedures
* Manages time and delegates tasks effectively
* Handles information flow
 | **Rating:** |  |  |  |  |  |
| 1. **Initiative and Resourcefulness:**

The extent to which the employee is self- directed, resourceful and creative toward meeting job objective. Consider how well the employee follows through on assignments and modifies or develops new ideas, methods or procedures to meet changing circumstances. | **Rating:** |  |  |  |  |  |
| 1. **Attendance:**

The extent to which the employee can be depended upon to be available for work and to fulfill position responsibilities. Creates a positive example for direct reports. Attendance showcases a positive and engaged presence, not simply showing up to work. |  |  |  |  |  |  |
| 1. **Problem Solving:**
* Anticipates and prevents problems
* Defines problems, identifies root cause, understands systemic nature of a problem
* Overcomes obstacles
* Generates alternative solutions and be able to implement solution effectively
 | **Rating:** |  |  |  |  |  |
| 1. **Management:**
* Appropriate style of mentoring and supervision
* Succession planning and developing the next generation of business leaders in the College (e.g. creation of desk procedures, active cross-training, coaching, etc.)
* Effectively and appropriately dealing with personnel or disciplinary issues of subordinate staff, consistent with UA policies
* Effectively training and encouraging attendance at trainings of subordinate staff; subordinate staff should be able to perform their assigned tasks at a high level with appropriate independence
* Proper use of delegation to develop themselves and their subordinates
 | **Rating:** |  |  |  |  |  |
| 1. **Financial & Accounting:**
* Identifies shortcomings in the data, when present, and works to find solutions to data problems
* Regular and prudent reviews of accounts and transactions; fraud/misuse prevention and detection strategies employed; PCard reconciliations are performed timely; issues of misuse of state property are investigated and acted upon immediately using the appropriate reporting methods
* Operations are conducted in a way that complies with audits, UA and college best practices, GAAP, sponsors and donor expectations, etc.
* Work showcases understanding and competence with UA and UA Foundation financial policies and systems; showcases comfort with both the transactional and unit big picture
 | **Rating:** |  |  |  |  |  |
| 1. **Professional Judgment:**
* Exercises good professional judgment; minimizes financial and legal risk to unit, college, and university
* Employs discretion and common sense when communicating and sharing sensitive or potentially sensitive information and correspondence
* Privileged or confidential information is kept private and physically secure
* Focuses effort on the most material issues first - "sees the dollars and not just the pennies"; maintains the mission of the university as the end result
* Work is performed in a fair and reasonable manner - avoiding favoritism or bias
* Appropriate enforcement of state, ABOR, UA, and college policies; appropriate notification of and communication with hierarchy is followed
* Decision-making by the business leader is appropriate for her/his delegated authority, responsibility, accountability, and situational context
* Is a champion for ethical responsibilities of all employees; is accountable for recommendations and decisions they make
 | **Rating:** |  |  |  |  |  |
| 1. **Human Resources & Payroll:**
* Efficient, timely, and competent hiring and terminations of employees, showcasing knowledge of UA HR systems, policies, and procedures
* Minimum complaints of HR problems from employees (e.g. missed checks, proactive training of supervisors about time approving and management support, offer letters created correctly and timely, etc.)
* Competence in the management of unit ERE pool(s)
* Employee line budgets should be accurate and maintained throughout the year
* Minimal number of retroactive pay requests and off-cycle pay requests; systems established in units to minimize additional workload and missed payroll deadlines
 | **Rating:** |  |  |  |  |  |
| 1. **Communication:**
* The extent to which the employee effectively conveys and receives ideas, information and direction, and seeks to clarify and confirm the accuracy of their understanding of unfamiliar or vague terms and instructions. Consider clarity of oral and written communications.
* Budgets and financial information are communicated in an audience-understandable way with strong insight and meaning; business leader can articulate underlying assumptions and the meaning behind the numbers; communication is understood by the audience
* All communication and correspondence are professional and responsive
* Business leaders develop a strong working relationship with her/his unit head; uses positive communication as a tool to build and maintain that relationship
 | **Rating:** |  |  |  |  |  |
| 1. **Innovation & Continuous Learning:**
* Business officers are expected to stay on the forefront of their field; seeks out trainings, applies for relevant learning series and classes
* Innovates business processes to improve efficiency and effectiveness, improve the service and support to achieve the mission
* Leverages resources and technologies to employ best practices and efficiencies, and share those best practices with colleagues
* Analyzes and identifies bottlenecks; investigates solutions to bottlenecks; finds ways to transform and improve
* Regular attendance and active participation at UA, college, or department informational events, such as the UA Business Community Open Forum (BCOF), monthly college business officers meeting, all hands meetings, working groups, shared governance, etc.
 | **Rating:** |  |  |  |  |  |
| 1. **Attitude:**
* Business leaders should exemplify a positive, proactive, competent, and service-oriented attitude
* Engaged and passionate interest in the work and all aspects of the responsibilities of being a business leader
* Actively working towards resolution of professional weaknesses
* Business leaders set the tone for their staff and the way faculty, staff, and students view business operations. Expectation that business leaders "lead from the front." Professionalism is contagious.
 | **Rating:** |  |  |  |  |  |

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| **Overall Performance Appraisal Rating**An overall rating is required - please check ***only one***. | **Rating:** | [ ]  **Exceptional Performance (5)** | [ ]  **Exceeds****Expectations (4)** | [ ]  **Meets****Expectations (3)** | [ ]  **Marginal****Performance (2)** | [ ]  **Unsatisfactory Performance (1)** |
| **Comments by Supervisor**  |
| **Comments by Employee**(Additional sheets may be attached) |

# Employee’s Job Duties, Goals and Development Plan for Next Appraisal Period

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| --- | --- |
| Supervisor Signature | Date |

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| --- | --- |
| Supervisor Signature | Date |

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| --- | --- |
| Administrative Signature | Date |

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| --- | --- |
| Employee Signature | Date |

*(Employee's signature does not necessarily mean agreement with the appraisal. It merely acknowledges that the employee has had an opportunity to discuss the appraisal with the supervisor).***Original Performance Appraisal including overall rating form will be sent to:**Division of Human Resources; Employee Records; University Services Building; P O Box 210158 |